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Chief, Management Staff

Director of Training

Expansion of JOT Program

REFERENCE: Memo from Chief, Management Staff, dated 19 October 1955, Subject as above

1. In reply to your memorandum dated 19 October 1955, I wish to clarify the request I submitted to a representative of your office on 26 September 1955. The question of continuing or eliminating the Junior Officer Training Program was resolved at a Deputy Director's meeting in the DD/CI's office on 31 August 1955. It was not only decided to continue the program but to expand it.

2. My office proposed a method by which the program could be expanded and asked the Management Staff to assist in determining the procedural steps to be followed in affecting this expansion. The concept upon which this method is based involves practices regularly employed by major commands within the military service. The situation frequently exists within a major command whereby certain units are under T/O strength and other units are staffed in excess of their authorized T/O. By internal procedures and adjustments, the total authorized strength of the command is not exceeded. I believe that there is an analogous situation here and that this same concept can be applied within CIA. It is suggested that it would be particularly appropriate in connection with the JOT Program in that this program benefits all major components of the Agency.

3. Before taking this question up with the Management Staff, I discussed my concept with the Deputy Director (Support), the Assistant Deputy Director (Support), the Chief of Operations/DDP, and the Inspector General, and obtained their agreement in principle. It was on the basis of this agreement that the assistance of your office was sought to work out the procedural details for expanding the JOT Program within the range of position vacancies existing between the actual on-duty strength and the authorized personnel ceiling of the Agency.

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NO CHANGE in Class. ☐

☒ DECLASSIFIED

Class. CHANGED TO: TS S C

DDA Memo, 4 Apr 77

Auth: DDA REG. 77/1563

Date: 02/03/78 By:

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SUBJECT: Expansion of JOT Program

4. My proposal in brief is this:

a. To establish a recruitment goal for new JOT's commensurate with 75% of the professional position vacancies created by attrition during the preceeding fiscal year.

b. Enter on duty as many JOT's as the Agency can recruit within this figure.

c. Assign the JOT's against Agency-wide position vacancies until they are trained and reassigned to the operating components of the Agency in which current professional position vacancies exist.

d. Establish procedural controls to insure that the total aggregate on-duty strength does not exceed the Agency's authorized personnel ceiling.

5. The method suggested in paragraph 2-c of your memorandum was given consideration. However, it poses a number of considerations which seem far more difficult to resolve, not the least of which would be how best to establish the means by which individual position vacancies would be identified for reallocation to the JOT Program.

6. We suggest that the statement contained in your final paragraph, "the use of any flexible T/O arrangement is administratively unsound and unworkable," fails to disclose the reasoning or logic on which this statement is based. Therefore, I wish to renew my request that the Management Staff undertake a full exploration of the procedural steps required to implement the proposal of this office for the expansion of the JOT Program.

MATTHEW BAIRD

OTR/PPS/LBS:mp

DISTRIBUTION

Original & 1: Addressee
1: DD/S
1: DTR
1: Chief/JOTP
1: PPS (w/ basis)

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12 October 1955

MEMORANDUM FOR THE RECORD

SUBJECT: Expansion of the Junior Officer Training Program

On 26 September Mr. [redacted] and [redacted] met with Mr. Baird to discuss means by which the proposal, approved in principle by the DDCI and the DD/S, for the expansion of the Junior Officer Training Program could be implemented. Mr. Baird discussed the principle underlying OTR's proposal in detail. The following points were discussed:

1. The on-duty strength of the Central Intelligence Agency will not exceed the authorized personnel strength of the Agency.
2. DDCI and DD/S, along with other senior officials of the Agency, had concurred in the principle that the JOT Program should be expanded with a view to staffing future position vacancies in the professional categories from a reservoir of carefully selected and trained Junior Officer Trainees.
3. The Junior Officer Trainee while on the TO of the Office of Training is actually not serving this Office but is in a state of training in preparation for a permanent assignments in other offices of the Agency.
4. Mr. Baird stated that he had requested DD/S to ask the Management Staff to assist OTR in devising ways and means of increasing the JOT Program by carrying the JOT's against current position vacancies of the Agency and, at the same time, establishing the necessary controls to ensure that the Agency personnel ceiling is not exceeded. Mr. [redacted] agreed to look into the matter and submit his recommendations to the DTR.

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19 October 1955

MEMORANDUM FOR: Director of Training

SUBJECT: Expansion of Junior Officer Training Program

REFERENCE: OTR Staff Study, dated 6 September 1955

Responsive to your request for a point of view as to how you can carry out your JOT training responsibilities in the face of the ceiling, herewith the Management Staff position:

1. Determine firmly with the DD's and the DCI that will we or will we not have a JOT Program and for what purpose, i.e., to counter attrition and to what extent.
2. Assuming that we will have a JOT program, adopt these principles:
 - a. The Director of Training to have complete control of the JOT on a planned training basis until in the judgment of the Director of Training the JOT graduates.
 - b. Give the Director of Training a progressively larger number of ceiling slots (total of 100 now) so that eventually his total shall equal a previously set maximum, in order to serve that part of the attrition rate wherein the JOT is the recruitment source.
 - c. Secure these additional slots from the existing DD Area ceilings.

(The history of accessions to an office from the JOT recruiting source has been as follows: Approximately 10% DD/S and the balance approximately evenly split between DD/I and DD/P. The essential difference between committing a slot for the JOT and the retention of it by an office is solely that for the period of training the slot given to the Director of Training doesn't contribute to the office workburden.)

- d. Recast the recruiting and testing standards for the JOT group so that it becomes more easily possible to secure this type of candidate.

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- e. Determine firmly (and adhere to it) the progressive training assignments from beginning to end, to serve the purpose that the assignment to an office be only so long as necessary to the JOT to fit a training need and not ever be a contribution to an office workburden.
3. This Staff considers the use of any flexible T/O arrangement to be administratively unsound and unworkable.

/s/

[Redacted Signature]

Chief, Management Staff

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